

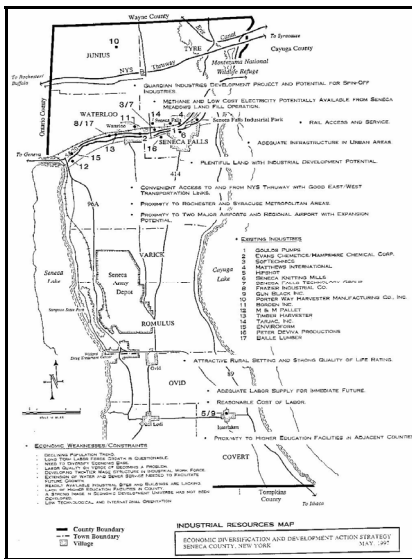
SWIGER CONSULTING, INC.

Seneca County (NY) Economic Diversification and Development Action Strategy

Seneca County, New York, had conducted a number of economic development, base reuse, and labor market studies over a five-year period, but had not found a means to organize this body of information into an actionable strategy and implementation plan. Dr. Ernest Swiger served as Chief Researcher for a team of professionals that reviewed the existing materials and updated some aspects of the previous work. Based upon these materials and their collective and diverse experience, the team developed a coherent and focused set of projects and actions that the County's economic development office could implement. The team prepared a set of objectives, established near-, intermediate-, and long-term goals, defined the plan elements, and made recommendations for implementation, including identifying sources of funding.

Swiger Consulting reviewed and updated the economic conditions and overview materials and reports as a first step in the assessment process. Dr. Swiger then prepared a Competitive Assessment and a Target Industries Analysis, identifying those industries that were most likely to capitalize upon the County's varied assets, including the Army Depot. These industries included transportation and distribution, methane gas oriented operations, such as fertilizer producers, and high technology manufacturing capitalizing upon the presence of motor and generator firms and suppliers. For these industries, Dr. Swiger matched industry requirements to County strengths, identified key marketing points, and the nature and extent of marketing efforts.

Tourism, and in particular agri-tourism, focusing upon the numerous vineyards in the County, was recommended as a significant target. The presence of a major outlet shopping mall enhanced the possibilities in this target area.



The map to the left is an industrial uses map showing the locations of existing industries, key assets, such as industrial parks, highways, airports, rail lines, and labor supply areas. The map also shows the major political subdivisions of the County and the former Army depot.

The project was completed on time and on budget. Various aspects of the recommendations have been implemented, specifically the focus on distribution operations as a target.